



NOT PROTECTIVELY MARKED

Public Board Meeting

26 March 2025

Item 08

THIS PAPER IS FOR APPROVAL

2030 PATH TO NET ZERO ACTION PLAN 2025-2028

Lead Director Author	Julie Carter Director of Finance, Logistics & Strategy Lorraine McAffer, Head of Estates
Action required	Board members are asked to approve the attached 3 year action plan 2025-2028 supporting the 2030 Path to Net Zero Strategy.
Key points	<p>There is a Climate Emergency Response and Sustainability Group (CERAS) established who have taken a lead role in the delivery of the strategy. The 3 year action plan is reviewed at each CERAS meeting.</p> <p>The actions are linked to the goals defined within the seven themes in the strategy.</p> <p>The CERAS group consists of delivery leads for the different seven key work programmes and each area has a workplan. The leads attend the CERAS meetings and update on progress.</p> <p>The actions reflect the current constraints in the need for additional capital and revenue funding to implement some of these actions. These constraints are acknowledged by the national NHS Scotland Climate Emergency and Sustainability Delivery Group.</p>
Timing	The 3 year action plan 2025-28 is due to be presented to the March 2025 Board meeting.
Associated Corporate Risk Identification	Risk ID 5890 – Environmental Sustainability
Link to Corporate Ambitions	This paper is aligned to all of the Service’s corporate ambitions



SCOTTISH AMBULANCE SERVICE BOARD

PATH TO NET ZERO ACTION PLAN 2025-2028

JULIE CARTER, DIRECTOR OF FINANCE, LOGISTICS & STRATEGY
LORRAINE MCAFFER, HEAD OF ESTATES

SECTION 1: PURPOSE

Board Members will recall following approval of the Service 'Path to Net Zero' Strategy in 2022. Following that a 3 year action plan 2022-2025 was created to support that. The three year action plan from 2025-2028 is now required. This is attached.

SECTION 3: RECOMMENDATIONS

Board members are asked to approve the 3 year action plan. It is important to note that the strategic aims of the strategy remain in place and this 3 year action plan extends the actions for the next 3 years.

SECTION 4: BACKGROUND

The Service 'Path to Net Zero' Strategy was approved by the Board in 2022. This supports the Service 2030 strategy and also supported the Scottish Government

This strategy committed the Service to

- ❖ Work towards achieving NHS Scotland targets through efficient use of energy and technological investment and setting our target of 2040 to be a net zero Service.
- ❖ Use suppliers who have policies and procedures, which align with the Service and NHS Scotland environmental objectives.
- ❖ Enhance the built working environment through good design and planned repair, maintenance, and refurbishment regimes.
- ❖ Minimise waste to landfill and implement recycling and safe disposal initiatives where possible.
- ❖ Aim to achieve continuous environmental improvement and best practice.
- ❖ Engage with key stakeholders, young people and citizens on climate change issues.

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- ❖ Ensure that sustainability is a priority criterion in the development and evaluation of all strategic plans, delivery plans, business cases and operational activities.
- ❖ Provide sustainability information, instruction, and training to all staff, suppliers, and stakeholders.
- ❖ Develop and implement our sustainability policy.
- ❖ Support environmental initiatives in the community, plus
- ❖ Support research and development activities aimed at improving our Service overall environmental performance.

To deliver this we have put in place a Climate Emergency Response and Sustainability Group (CERAS) who have taken a lead role in the delivery of the strategy. The 3 year action plan is reviewed at each CERAS meeting.

The CERAS group consists of delivery leads for the different seven key work programmes defined within the Strategy:

- Sustainable building and land – **Estates lead**
- Resilience – **Resilience lead**
- Sustainable travel – **Fleet lead**
- Sustainable goods and Services – **Procurement lead**
- Sustainable care – **Realistic medicine lead**
- Sustainable communities – **representatives from regions and operations**
- Our people and culture – **HR lead**

The SAS Communications team and the finance team also support the CERAS group.

SECTION 5: DISCUSSION

The attached action plan was reviewed by the CERAS group at their meeting on the 27th February. This was also reviewed and approved by the Executive team on March 4th.

It is important to note that the pace of change reflects the need for additional capital and revenue funding to implement some of these actions and given the current financial challenges, there is a risk of actions progressing slower than planned, the impact and risk assessment of this is continually being monitored through the CERAS group. These current limitations have been reflected in the attached action plan. If anything were to change the actions can be updated to reflect this.

The NHS Scotland Climate Emergency and Sustainability Delivery Group have also acknowledged the current constraints within the wider system, in the delivery of their actions, with these factors mirrored within the Health Boards, namely

- Insufficient funding to support the deliverable
- Insufficient staffing capacity or expertise
- The need for a ‘continually assessed revised’ approach to producing the deliverable being undertaken to what was initially planned

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The actions attached build upon the 2022-25 action plan and describe, under each of the key work programmes:

- The goal defined in the strategy
- By the end of the 2022-25 actions, what have we achieved by then
- Actions over the next 3 years and
- What is the impact of the planned actions to 2028

Despite lack of funding there has been good progress across a range of the goals from the 2022-2025. The implementation of the green champions approval of the endowment funded bid to create capacity for the green champion lead to undertake station visits and feedback on ideas, will aim to progress this further. Also the creation of the @SAS green champion information has supported the wider communication. In addition the fleet replacement business case and the procurement strategy includes the actions describes within this strategy.

APPENDICES:

Sustainability Action Plan 2025-2028 – Appendix 1.

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Master Sustainability Action Plan

Sustainable Buildings and Land

	Description Of Goal / Requirement from the SAS Strategy	Achieved up to 2024/25	Planned Actions In 2025/26	Planned Actions to 2026/27	Planned Actions to 2027/28	Impact of planned action by 27/28
1	All SAS owned buildings are to be heated from renewable sources by 2038 or earlier where possible.	All sites have now had a PC survey completed. This will be used to identify heating systems which are nearing the end of their useful life.	Fully assess the results of the PC surveys at the high consumption sites and use this to plan a phased replacement of end of life heating systems. Identify opportunities to obtain grant funding if available to begin a phased replacement incorporating multiple technologies. If grant funding is available, submit bid applications for a three year phased replacement beginning in 2025/26	If grant funding has been approved, continue the phased replacement at the high consumption sites.	If funding has been made available, continue with final year of the current 3-year phased roll out of replacement systems	If we replace heating systems at high consumption sites, those locations will achieve the mandate target of zero emission heating and will see a reduction in gas consumption.
2	All buildings are to be responsibly managed and operated, prioritising resource efficiency and comfort and wellbeing of all users.	Due to limited resources and a priority to have PC surveys completed during 2023/24 any progress to ascertain suitability of building management systems has been limited.	Survey all SAS Sites to ascertain suitability of installing Building management systems and include this with bid applications for grant funding	If grant funding has been approved, begin the installation of BMS at the high consumption sites.	If funding has been made available, continue with final year of the current 3-year phased roll out of replacement systems	Although a building management system has no direct impact on reducing emissions, the information provided by the BMS will allow us to focus on sites where more efficient energy use could be promoted which may lead to a reduction in consumption and also assist with any future developments to improve building efficiency
3	All owned or occupied buildings to achieve net zero greenhouse gas emissions by 2040 or earlier if possible, achieving as close as possible to absolute zero direct emissions (without offsetting)	Due to limited resources and a priority to have PC surveys completed during 2023/24 any progress to collate a system replacement plan has been limited	Collate a plan for replacement systems in priority order, assessing Co2 emissions and apply for funding.	If funding is approved link any system replacements to the actions above.	If funding is approved link any system replacements to the actions above.	If we obtain funding and implement system replacements we would be underway to achieve absolute direct emissions at those locations and see a reduction in energy use.
4	Identify and apply to designated funding schemes to support the financing and mobilisation of activity that supports our transition to net zero - this will include a review of the Scottish Government's Heat in Buildings Strategy which sets out that its Green Public Sector Estate Decarbonisation scheme will invest a minimum of £200 million between 2021-2026 in public sector energy efficiency and decarbonisation improvements and where a number of Health	2022/23 LED Replacement BID Year 1 approved and year one completed by end March 2023. Saving will be made of 19.8 tCO2e per annum. Actual energy savings have not materialised as hoped due to the roll out of our EVC infrastructure and an increase in EV use. Due to a change in bid criteria excluding LED replacement projects and only bids for multiple technologies our second bid covering 2023/24 & 2024/25 was rejected.	Assess high consumption sites and those with an EVC infrastructure and investigate the possibility of utilising renewable energy sources & storage to offset the increase in consumption from the increased use of EV's.	If the study into renewable energy sources proves beneficial, submit bids for grant funding for high consumption sites and plan a phased upgrade over 2 years.	If project funding approved, complete year 2	Potentially see reductions in energy use if renewable technologies are implemented.

5	All new buildings will be delivered to achieve net zero operational emissions, through optimising solutions in an environmentally and socially responsible way and evidencing appropriate levels of resilience.	Preliminary design and business case approval is still ongoing.	Continue with project approval process.	Continue with project approval process.	Ideally project approval has been granted and project plan and tender process can begin.	Unlikely to see any reductions by 27/28 due to the project timescale. Once completed we should achieve a 100% reduction in building emissions achieving net-zero.
6	Identify ambitious operation energy targets (accounting for both regulated and unregulated energy) that will help to incentivise and support a reduction in operational energy use.	Targets agreed with quarterly and annual consumption reports issued to regions/BVG/CERT	Continue to monitor all consumption and identify any anomalies/increases throughout the course of the year.	Continue to monitor all consumption and identify any anomalies/increases throughout the course of the year.	Continue to monitor all consumption and identify any anomalies/increases throughout the course of the year.	If BMS systems are installed we would be able to accurately monitor all energy use across the estate remotely and identify any unusual usage.
7	Improve efficiency, functionality and healthiness of existing estate through whole building approaches and planned upgrades to fabric, systems and services, enhancing user wellbeing and supporting the Property and Asset Management Strategy decarbonisation activity.	Over the course of 2024 nearly 100% of owned and leased premises was completed.	Using the physical condition survey information we will be able to identify sites which would benefit from upgrades to building fabric and systems and include this in any applications for physical condition backlog funding. If approved begin a phased programme of works.	As with 2025/26. If funding available, continue with a phased programme	As with 2025/26. If funding available, continue with a phased programme	If upgrades to building are carried out we would expect to see reductions in energy use and greenhouse gas emissions.
8	Influence behaviour and support a culture shift, through engaging and encouraging all users to be responsible and efficient with their resource use	A Green Champion Network has been established with over 50 members of staff from across the organisation so far.	Continue to promote our Green Champion Network. Securing funding to enable the Lead Green Champion to carry out visits throughout the estate to promote and encourage sustainable behaviours at local level.	Continue to promote our Green Champion Network and sustainable behaviours	Continue to promote our Green Champion Network and sustainable behaviours	Reduction in energy use, improved waste segregation on-site
9	We will monitor and report our associated greenhouse gas emissions arising from our water consumption and waste water treatment.	Monitoring and reporting of water consumption is completed on an annual basis.	Investigate the use of technology for rain & waste water recovery for reuse in certain processes. ie vehicle washing & toilet flushing.	If rain & waste water recovery is beneficial in reducing consumption apply for funding to roll out a phased programme of works.	If funding is granted continue to roll out a programme of works at high consumption sites in the first instance	If system upgrades are implemented we would hope to see a reduction in overall water consumption and waste water treatment.
10	We will identify suitable targets that support a reduction in unnecessary water consumption.	it is difficult to assess our actual water consumption. Approximately 90% of all metered water sites are running on estimated readings rather than actual readings. Many water meters are inaccessible for staff to obtain accurate meter readings.	Discuss the possibility of obtaining accurate consumption data with Business Stream	If water usage reporting can be finalised set targets and monitor progress	Continued monitoring on progress and aim to identify opportunities to reduce unnecessary usage	If successful reporting water usage will be reported and opportunities to reduce delivered
11	We will monitor and report our associated greenhouse gas emissions arising from our generation of waste.	Monitoring and reporting of waste generation and disposal is completed annually. Purchase a range of internal recycling bins to improve on-site waste segregation and implement a trial scheme in the Tayside region.	If the trial scheme proves successful roll out the purchase of recycling bins across the estate on a phased programme. Appoint a new waste management contractor as current contract is due to end.	Continue to roll out internal recycling facilities across the estate	Continue to roll out internal recycling facilities across the estate	If successful we would anticipate greater on-site waste segregation, meeting the target of 70% on-site waste segregation.
12	To publishing a report every three years on the actions taken by us in support of preserving and enhancing greenspace and biodiversity,	Reporting has changed from a three yearly individual report to being included within the annual Health Board Sustainability report.	On going requirement. Report submitted to SG by end of November each year.	On going requirement. Report submitted to SG by end of November each year.	On going requirement. Report submitted to SG by end of November each year.	Reports submitted and published detailing ongoing progress

	recognising that we have a public duty, under section 2A of the Nature Conservation (Scotland) Act 2004.					
13	Considering the capacity and resource from within our teams, to nominate an officer(s) with the responsibility, resources and authority, to implement these commitments.	Previous national funding bids for capacity have not, due to limited funds, been approved. Internal existing resources have been allocated and reflected within the plan	Ongoing. Resources are aligned to the action plan phasing as noted in this paper.	Existing resources in place with opportunity to maximise green champions	Existing resources in place with opportunity to maximise green champions	Would aim to have secured funding to accelerate actions and develop plan for 2025-2028.
14	Increasing the opportunity to introduce biophilic design across our estate, better connecting people with nature.	Due to lack of funding little progress has been made	Identify funding, if available and resource to undertake an assessment of the estate to ascertain what could be introduced given the opportunity, also build upon the green champion network for ideas	Commence roll out of any Biophilic design if funding available.	Commence roll out of any Biophilic design if funding available.	If additional funding available will be progressed into the next 3 years
15	Identifying opportunities to sensitively support local biodiversity action plans, by means of any planned external enhancement.	A number of ideas have been suggested by our Green Champions which will require further investigation	Investigate the possibility of engaging with external groups to enhance biodiversity. I.e. Bug Life, Bee Life, Wild flower planting, RSPB/Bee conservation, Bat boxes, Hedgehog highways.	Implementing ideas generated	Implementing ideas generated	Would aim to have some biodiversity plans implemented
16	Determine present and future needs of our user groups and consider the suitability of existing space and whether existing assets are considered to be fit for purpose, in relation to functionality, inclusiveness, health and wellbeing, environmental impact etc.	All physical condition surveys have been completed and will now be used to assess suitability of existing assets	This links in with item 7 - undertaken through Physical Condition Surveys.	This links in with item 7 - undertaken through Physical Condition Surveys.	This links in with item 7 - undertaken through Physical Condition Surveys.	Reductions in physical condition backlog
17	Optimise use and functionality of existing assets through an estate review and planned rationalisation activity, promoting co-location of shared or complementary services, hybrid working and digital health initiatives.	Agile Working Policy has now been approved. A number of co-location opportunities have also been implemented at various Scottish Fire & Rescue Service properties.	Continue to seek collaboration/co-location opportunities with our partners. Undertake a space analysis study and identify opportunities	Continue to seek collaboration/co-location opportunities with our partners. Implement recommendations from the space analysis study	Continue to seek collaboration/co-location opportunities with our partners. Implement recommendations from the space analysis study	More efficient use of SAS premises
18	Optimise programming and controls of all systems and services, by means of scheduled reviews and adjustment.	PC surveys have been completed and will now be used to assess any opportunities for system improvements	Opportunities will be pursued if value for money assessment undertaken and funded.	Opportunities will be pursued if value for money assessment undertaken and funded.	Opportunities will be pursued if value for money assessment undertaken and funded.	System improvements implemented
19	Following the implementation of energy efficiency and optimisation measures, plan for renewable integration to meet residual demands, this will include exploring community heat / renewable partnership initiatives with our stakeholders and power purchase agreements and heat purchase agreements with local renewable electricity and heat providers.	Ongoing work with partners to identify efficiency opportunities ideas.	Continue to support the progression of the community heat network at Inverness by providing The Highland Council with any information they require to complete their feasibility study	Continue to identify further opportunities	Continue to identify further opportunities	Aiming for opportunities to be delivered however these usually come with longer time frames for example should the district heat network prove viable, it is unlikely these will be implemented by 27/28

20	We will introduce water measures to reduce any unnecessary water consumption across our Service, this will include efficiency measures such as reduced flow rates on wash hand basins and showers and preventative measures such as leak detection, where appropriate.		This links in with item 10	This links in with item 10	This links in with item 10	
21	we will consider the potential savings of harnessing rain or grey water for reuse to support flushing demands and washing of vehicles		This links in with the actions under item 11	This links in with the actions under item 11	This links in with the actions under item 11	
22	Reducing domestic waste arising by a minimum of 15%, compared with a suitable baseline year.	establishing a pilot region for internal recycling. Waste bins are in the process of being purchased and will be distributed throughout the trial region to assess for a three month period.	Monitor the trial region and assess whether the provision of internal waste segregation has reduced the volume of domestic/general waste going to landfill. If successful, source funding to roll out the same across the estate	Roll out waste segregation across the estate	Roll out waste segregation across the estate	Aim to see a reduction of general waste being sent to landfill
23	Seek to reduce any food waste we may produce (recognising that at present SAS do not have any food provision facilities for staff or patients).		Links in with item 22	Links in with item 22	Links in with item 22	
24	Ensuring that 70% of all domestic waste is recycled or composted, through dedicated on-site segregation, storage and / or treatment facilities.		SAS does not produce food. Not Applicable.			
25	we will utilise our sustainable procurement strategy and support staff training and awareness activities in support of meeting these targets and to ensure greater use of reusable items	Linked to items 22 and 23 above	This will be done through setting targets, linked to item 22 and 23 above.	This will be done through setting targets, linked to item 22 and 23 above.	This will be done through setting targets, linked to item 22 and 23 above.	
26	Proactively seeking collaborative opportunities with local partners to improve the natural links between our greenspace and other local areas of greenspace.	In place with our current procurement contracts	We will aim to call-off contracts for use that have been put in place by procurement and raise awareness for staff through our green champions.	We will call-off contracts for use that have been put in place by procurement and raise awareness for staff through our green champions.	We will call-off all contracts for use put in place by procurement and raise awareness for staff through our green champions.	Should see an increase in greenspace
27	Seek to reduce any food waste we may produce (recognising that at present SAS do not have any food provision facilities for staff or patients).		This is linked to item 15	This is linked to item 15	This is linked to item 15	

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Resilience

	Description Of Goal / Requirement from the SAS Strategy	Achieved up to 2024/25	Planned Actions In 2025/26	Planned Actions to 2026/27	Planned Actions to 2027/28	Impact of planned action by 27/28
1	Ensuring that SAS has appropriate business continuity plans in place to deal with the potential impacts of climate change, whilst ensuring that organisational plans are in place to respond to any wider societal impact of climate change (significant flooding, wildfires etc)	Our CCRA & Adaption Plan has been completed.	Undertake a 5-yearly CCRA review.	Assess the benefit of completing site specific CCRA's & adaptation plans.	If appropriate, begin site specific CCRA's	Climate risks mitigated as much as feasible and clear action plans in place
2	Undertaking a Climate Change Risk Assessment covering all operational areas and producing and implementing a Climate Change Adaptation Plan to ensure resilience of service under changing climate conditions.	Our CCRA & Adaption Plan has been completed.	As above.			
3	Review and update this assessment and plan at least every 5 years.		Complete the first 5-yearly review	Develop and implement actions from the 5 year review		
4	In relation to existing facilities, ensuring that these assessments and plans will cover a period of at least 20 years into the future from the time of assessment and that they are used to help inform investment decisions.	CCRA & Adaptation Plan completed, covering appropriate period	Continue to promote content of CCRA & Adaptation Plan to ensure content helps inform investment decisions			Relevant investment decisions have been informed by the content of the CCRA and Adaptation Plan
5	In relation to planned facilities, ensuring that these assessments and plans will cover a period at least 50 years into the future from the time of assessment and will be use to inform robust and resilient design and delivery strategies.	CCRA & Adaptation Plan completed, covering appropriate period	Continue to promote content of CCRA & Adaptation Plan to ensure content helps inform robust and resilient design and delivery strategies			Relevant design and delivery strategies have been informed by the content of the CCRA and Adaptation Plan
6	Incorporating the key risks from the Climate Change Risk Assessment into the SAS corporate risk register, in line with our risk management policy, enabling SAS to identify and prioritise investment and other decision making.		Complete			
7	Reporting progress on undertaking Risk Assessments and implementing Adaptation		Complete			

	Plans, including how these are supporting national Scottish Climate Change Adaptation Programmes, including this in the SAS annual Public Bodies' Climate Change Duties Report.		
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Sustainable Travel

	Description Of Goal / Requirement from the SAS Strategy	Achieved up to 2024/25	Planned Actions In 2025/26	Planned Actions to 2026/27	Planned Actions to 2027/28	Impact of planned action by 27/28
1	Reducing the need to travel, through, for example, the expansion of our digital health service provision and purposeful co-location of services.	Travel usage has reduced	Continue to promote reduce travel and link to ongoing digital developments	Continue to promote reduce travel and link to ongoing digital developments	Continue to promote reduce travel and link to ongoing digital developments	(Unnecessary) Travel usage continues to reduce
2	Prioritising the opportunity for active travel, walking and cycling, for our staff and within our communities, to improve health and promote sustainability.	Linked to health and wellbeing strategy and actions ongoing promotion of work	Continue to promote active travel options to staff via the digital communication and Green Champion Network	Continue to promote active travel options to staff via the digital communication and Green Champion Network	Continue to promote active travel options to staff via the digital communication and Green Champion Network	Should see improvements in staff health and wellbeing and estate developments supporting this
3	Ensuring public transport is accessible across our Service and sites.	Due to limited staff numbers at our properties it would be difficult to influence public transport routes for comparatively low numbers.				
4	Prioritising the use of vehicles powered by renewable energy in preference to vehicles powered by fossil fuels.	To date, we now have 298 2wd cars and light commercial zero emission vehicles plus an additional 46 hybrid vehicles	Continue to prioritise which vehicles can be powered by renewable energy and replace where technology allows in line with target dates set by SG.	actioned		
5	Operating a fully electric, decarbonised fleet by 2032, where technological development allows.	On track for this goal	Technology is still not where it needs to be for transition when vehicles are due replacement. SG Target 2022 & 2032. 50% of cars and 35% of light commercial vehicles already transitioned. We will be taking delivery of our first electric vehicle in early 2025.	Continue to work with partners to deliver this goal by 2032	Continue to work with partners to deliver this goal by 2032	Should be on track for 2032 implementation
6	Phasing out the need for purchasing or leasing any petrol or diesel light commercial vehicles by 2025 and any vehicle by 2032.	No new ICE vehicles are bought or leased unless there is no other viable alternative for front line purposes.	Actioned			
7	Reducing our air travel impact through the use of our sustainable procurement strategy to procure more sustainable air services.		Actioned	Continue to explore through RD&I use of drones for equipment and other uses	Continue to explore through RD&I use of drones for equipment and other uses	Aim to have a programme of drone usage in development
8	Developing and implementing a sustainable transport and travel policy that supports us in achieving the above aims in an inclusive and supported way and that is tailored to and made bespoke for each of our	SAS Business Travel Policy approved in December 2024	Complete			

sites, for promotion to our staff, the public and wider community.		
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Our Fleet

	Description Of Goal / Requirement from the SAS Strategy	Achieved up to 2024/25	Planned Actions In 2025/26	Planned Actions to 2026/27	Planned Actions to 2027/28	Impact of planned action by 27/28
1	Transition to the introduction of solely zero emission, 2 wheel drive vehicles below 3.5 tonne by 2022, with 4 wheel drive variants (primarily for emergency paramedic response) shortly thereafter, as manufacturers develop viable specifications for this role.	Complete	On-going project to decarbonise our Fleet by 2032			
2	Replace light fleet vehicles (Scheduled Care, RRVs, Training and Support) with electric vehicles.	As above	As above			
3	Further development of vehicle designs providing the performance and response capabilities required of A&E Ambulances may not be available within the next few years - this continues to be a focus in discussions with manufacturers and partner agencies and will progress as part of the Service's Innovation Programme.	Prototype electric A&E due to be delivered early 2025.	Assess the functional suitability of the prototype A&E vehicle.			Assess the full functionality of the A&E vehicles
4	Continue to develop electric vehicle charging infrastructure through integrated approach from power suppliers and users:	Ongoing	On-going - to add in a timeframe for completion			
5	Some sites are already at or close to their power supply capacities -this may require provision for significant power supplies and potentially involve installation of substations e.g. Edinburgh City Station, where there are over 80 vehicles based, the power requirements are likely to be comparable to the supply required for over 100 homes and this may require provision of a new 33Kv substation	Complete				
6	Emerging technology may provide further options, however, at this time, the costs and infrastructure to support		Continue to monitor any technological developments for alternative options			Other alternative options may be available

	e.g. such as Hydrogen Cell technology, is not well enough established to base robust planning assumptions - the Service continues to explore these options in partnership with our stakeholder groups.			
7	Deliver a solution for the difficult-to-decarbonise; medium/heavy duty transport sectors.	Linked to A & E usage above		
8	Address fundamental limitations that exist with specialist healthcare vehicles built as conversions of existing ICE vehicles.	Linked to action above		

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Active Travel

	Description Of Goal / Requirement from the SAS Strategy	Achieved up to 2024/25	Planned Actions In 2025/26	Planned Actions to 2026/27	Planned Actions to 2027/28	Impact of planned action by 27/28
1	Actions to reduce the need for travel, such as more flexible homeworking policies for staff and access to digital healthcare or co-located services		Complete and BAU for development of local options			
2	Actions to increase active travel, such as ensuring our services are located in accessible locations that are well served by safe walking, cycling and wheeling routes.		Complete			
3	Actions to increase the use of public or community transport to access services and sites, such as ensuring our services are located in areas that benefit from accessible and reliable public transport services.		Complete and BAU for development of local options			
4	Actions that support regional activity, such as linkage to neighbouring communities and initiatives that support active and more sustainable travel.		Complete and BAU for development of local options			
5	Actions to reduce car use in support of the Scottish Government's aim to reduce the number of kilometres driven by 20% by 2030, such as prioritising active travel and more sustainable transport services at our Service locations.	Scottish Government have removed this target				
6	Actions to support the use of vehicles powered by renewable energy in preference to vehicles powered by fossil fuels, such as provision of priority carparking bays that are serviced and support EV charging for use by EV vehicles only.		Fleet to develop actions further with an indicative timeline			
7	Assurance that we will consider the needs of all users and will seek to deliver our	Business Travel policy approved	Actioned			

sustainable travel ambitions in the most inclusive and fair way.	
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Master Sustainability Action Plan

Sustainable Goods and Services

	Description Of Goal / Requirement from the SAS Strategy	Achieved up to 2024/25	Planned Actions In 2025/26	Planned Actions to 2026/27	Planned Actions to 2027/28	Impact of planned action by 27/28
1	Develop supplier information for procurement, setting out clear circular economy expectations of those supplying the Service	The Service launched its updated procurement strategy in November 2023. This continues to recognise that supply chain sustainability must be considered to help determine the extent of the associated greenhouse gas emissions and social and environmental impacts. As key member of the SAS CERAS team, the team consider the best means of minimizing carbon risk, improving energy efficiency, reducing waste and promoting sustainable procurement practices.	The Service is utilising the suite of sustainable procurement tools and guidance that Scottish Government has made available to all public bodies to assess current levels of performance, helping to inform the actions required to embed good procurement practice to realise intended sustainable outcomes. Continuous development and review in place			We should see an increase in community benefits as a direct result of procurement activities
2	Classify suppliers in line with a development hierarchy, based on their approach and published data in relation to climate change and circular supply systems	Complete				
3	Proactively identify further items which are single use and / or not recyclable	Complete				
4	Collaborate with our suppliers to seek opportunities to switch to more circular alternatives	Linked to our Procurement Strategy and is an ongoing process of engagement	Aim to set supplier targets for each year			Can demonstrate active implementation
5	Work in partnership with infection control and operational staff to identify further areas where circular economy principles can be adopted.	Complete	Aim to set supplier targets for each year			Can demonstrate active implementation

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Circular Economy

	Description Of Goal / Requirement from the SAS Strategy	Achieved up to 2024/25	Planned Actions In 2025/26	Planned Actions to 2026/27	Planned Actions to 2027/28	Impact of planned action by 27/28
1	Prolong the use of products and assets through proper maintenance and planned preventative action.	Complete	Put monitoring processes in place to track these benefits and roll out across SAS			Should demonstrate case studies
2	Reuse of existing assets and co-location of public services, resulting in reduced building footprint and improved efficiency and delivery of patient services.	Actions included within Estates work and is ongoing.				
3	Promote the use of items which have been designed for durability and upgradability.	Complete and will be ongoing as items are procured				
4	Identify and assess the life cycle of products and services and take action to reduce their environmental impact through the avoidance of pollution (including toxic chemicals, micro-plastics and pharmaceutical residues) and waste throughout their life cycle.	Sustainability is factored into the procurement process rewarding suppliers who can demonstrate reductions within areas of manufacturing, distribution and recyclability within their products. In addition, procurement is working closely with SAS colleagues in moving from single use products to reusable.	An ongoing engagement and review plan is in place as part of the contract and supplier management process with Service stakeholders and suppliers to monitor progress and future improvement opportunities. Reporting will be provided as part of CERAS group updates and Procurement KPIs.			Improvement in KPI performance
5	Lighting procured as a service within our facilities, increasing quality and efficiency of lighting as well as reducing waste and associated maintenance impacts.	Actions included within estates maintenance contracts				
6	Quantify and further reduce the number of single use items we procure.	Action included above				
7	Reduce the amount of PPE we use and transition towards the procurement of reusable PPE within NHS Scotland.	Procurement is an active partner advocating for increased usage of reusable single-issue PPE within the service and continue to work with SAS IPC, H&S and National Procurement colleagues to reduce the number of PPE variants currently in use within the service.	An ongoing engagement and review plan is in place as part of the contract and supplier management process with Service stakeholders and suppliers to monitor progress and future improvement opportunities. Reporting will be provided as part of CERAS group updates and Procurement KPIs.			Should be able to demonstrate an increase in performance of KPI's
8	Continue to embed sustainability within the	Completed and in tender process – continue to monitor, report benefits and improvements if identified				

	procurement tender and contracting process e.g. integrating aligned whole life costing appraisals with whole life carbon assessments to better inform decision making by accounting for carbon and cost.	
9	Consider the recycled element and the future reuse / recyclability opportunity when informing purchase decisions.	Established processes at procurement hubs and continue to monitor
10	Record and report our on our level of circularity as a Service to help raise awareness and support for circular economy initiatives.	Complete

Master Sustainability Action Plan

Community Wealth Building

	Description Of Goal / Requirement from the SAS Strategy	Achieved up to 2024/25	Planned Actions In 2025/26	Planned Actions to 2026/27	Planned Actions to 2027/28	Impact of planned action by 27/28 (more difficult to quantify, will develop these as the actions are progressed)
1	Progressive procurement – developing local supply chains of businesses likely to support local employment and keep wealth within communities.	On-going. Linked to procurement strategy and anchor institution policy	to develop action plan and targets			
2	Fair employment and just labour markets – using anchor institutions to improve prospects of local people.	Complete	Monitor usage and impact			
3	Shared ownership of the local economy – supporting and growing business models that are more financially generative for the local economy.	Included within tender documents	to develop action plan and focused suppliers/tenders			
4	Socially just use of land and property – developing the function and ownership of local assets held by anchor organisations, so local communities benefit from financial and social gain.	Included within tender documents	to develop action plan and targeted locations			
5	Making financial power work for local places – increase flows of investment within local economies by harnessing and recirculating the wealth that exists.	Identified as a theme within procurement strategy and anchor plans	To target local initiatives			
6	Implementation through contract tenders, by giving a greater weighting to agreed criteria (that aims to support local economic growth).	Actioned in current tenders	to develop action plan for targeted procurement			
7	Including social and environmental sustainability as an influencing criterion on contract tenders.	Actioned in current tenders	to develop action plan for targeted procurement			

Master Sustainability Action Plan

Sustainable Care

	Description Of Goal / Requirement from the SAS Strategy	Achieved up to 2024/25	Planned Actions In 2025/26	Planned Actions to 2026/27	Planned Actions to 2027/28	Impact of planned action by 27/28
1	By fostering and promoting a culture of stewardship, where staff are mindful of the resources they use and share a vision of green and sustainable healthcare	Increased communications across the Service	Green champion work and actions associated with this to be actioned			Should see some examples of where we have made improvements
2	By maximising the benefits of our quality greenspaces and effectively communicating and promoting the benefits of green health activities throughout our communities	Links to Green Champion Network suggestions to promote outdoor activity based groups, for example, bird watching groups, paddleboarding litter picking.				
3	By actively working with clinicians to ensure we are embedding prevention in all of our models of care	Continued improvement work	To develop a workplan (including outputs) – linked to value based healthcare and realistic medicine action plan			
4	By incorporating sustainability into quality improvement and clinical planning	Included within PMO documentation	To develop this further across clinical guidelines and change management			
5	By ensuring all employees are educated and trained on the principles of practising sustainably	A new sustainability training module is now available via Turas. This is currently not a mandatory training requirement.	Consider setting targets for staff completion			
6	Reducing harm and waste by supporting our healthcare professionals to practice Realistic Medicine	Implementation of our Realistic Medicine action plan				
7	By ensuring our entire workforce is equipped to and does consider the environmental impacts of treatments when making decisions about the care they provide	Linked to communication and realistic medicine action plan				

8	Reduce pharmaceutical waste through improved prescribing, dispensing and patient support	Developed within the value based healthcare group	Value based healthcare action plan to be developed and delivered
9	Support clinicians to consider environmental impacts of medical gases by providing them with the information they need	Medical gas programme in place	Implement medical gas initiative
10	Use our sector's combined purchasing power to encourage manufacturers to offer more favourable pricing for more environmentally friendly options	Linked to procurement actions	

Master Sustainability Action Plan

Sustainable Communities

	Description Of Goal / Requirement from the SAS Strategy	Achieved up to 2024/25	Planned Actions In 2025/26	Planned Actions to 2026/27	Planned Actions to 2027/28	Impact of planned action by 27/28
1	Continue to prioritise the health and wellbeing of our communities by honouring the commitments that we have made within this strategy, we will play our part in protecting our planet and enhancing the environmental footprint and healthiness of our estate, enabling us to ensure our communities stay healthy	Trial region agreed for roll out of internal recycling bins. Phase one of LED lighting upgrade complete.	Review result of trial region for internal recycling. If successful implement a plan to supply internal waste segregation to the wider organisation.	Develop feedback processes from communities and agree actions		Should be able to demonstrate examples of progress
2	By enhancing our greenspace, incorporating biophilic design features into our estate and better connecting people with nature, we are supporting the wellbeing of our communities	Links to other Estate related works.				
3	By embracing Community Wealth Building initiatives as part of our procurement practices, we are promoting inclusive growth within our communities	Actions agreed in the anchor plan	Proactively pursue local community wealth initiatives			
4	Continue to build community resilience: by preparing and supporting our communities for change that will be brought about as a result of delivering a more sustainable future, identifying and supporting transitional needs	Linked to actions above				
5	by quantifying and mitigating associated climate related risk,	CCRA completed	develop targets within the anchor delivery plan and link back to the CCRA work			

	through planned environmental security enhancements and climate adaptation planning			
6	by utilising our procurement mechanisms to ensure opportunities are created that provide communities with access to fair and green jobs	Linked to procurement actions		
7	by bringing communities together through our provision of shared and valued space	Maximising shared space	Develop as part of the South Station outline business case and explore other local opportunities	
8	Continue to engage with our communities: by adopting place-based approaches and working towards greater community engagement and involvement when planning our estate strategy	Whilst pursuing there has been Initial concerns around sharing our outside spaces with the public due to frequent vehicle movements and limited outdoor space.	Identify and action opportunities from regions and green champions	
9	by proactively seeking new and innovative ideas for sustainable and green improvements to services and community use	Areas identified from green champion meeting	Continue to identify and action green champion ideas	
10	by ensuring we have a clear communications plan to ensure local communities are aware of and are involved in decision making processes	Examples of work done in South Station and YMSL	Test out the community action team concept	Implement if successful community action teams with clear targets

Master Sustainability Action Plan

Our People

	Description Of Goal / Requirement from the SAS Strategy	Achieved up to 2024/25	Planned Actions In 2025/26	Planned Actions to 2026/27	Planned Actions to 2027/28	Impact of planned action by 27/28
1	Ensure that our progress, in responding our sustainability strategy, is regularly reviewed by our Board	Regular reporting is presented to the Board				
2	Foster and promote a culture of stewardship, where staff are mindful of the resources they use and share a vision of green and sustainable healthcare	Continuously engage and promote the value of sustainable behaviours	Ongoing engagement as part of green champion lead			
3	Ensure all employees are educated and trained on the principles of practising sustainably	New eLearning module launched and available via Turas.	actioned and ongoing through TURAS and wider communications			
4	Ensure all employees understand and act on the principles of good stewardship and practicing sustainably and are supported to do so through dedicated preparation programmes and CPD opportunities	Continuously engage and promote the value of sustainable behaviours. Now included within induction and training	Continuous engagement and update messages and communications			
5	Support senior leaders and staff to share best practice and better understand what they can do to promote sustainable through providing opportunities for peer mentoring and support as well as sharing best practice and the latest developments in sustainability	Green champion @SAS now in place	Ongoing work through communications, Board updates and CERAS group participation			
6	Establish clear communication and engagement channels for	Sustainability & Environment page created on @SAS where	Actioned and continually needed to update			

	all staff to remain updated on progress and to have the opportunity to input and contribute towards meeting the aims of the strategy	information, reports and other useful information can be posted for easy access across the organisation.		
7	Establishing our green Champions Network	Complete.	Complete. Continue to promote the green champion network and encourage wider involvement across the organisation	
8	Internal awareness campaigns, utilising @SAS, bulletins, poster campaigns	Complete through @SAS section	Links to @SAS environmental section and green champion feedback and engagement	
9	'Bring Your Habits To Work' Simple and automatic actions like turning off lights, screens and recycling whilst you're at home can be applied in the workplace too	Complete through @SAS section	Links to @SAS environmental section and green champion feedback and engagement	
10	Sustainability Roadshows highlighting waste, energy & water reduction goals		Aim for first roadshow in 25/26	Building on success of roadshows put in place a plan working across the Service
11	Signposting to available resources	Actioned through @ SAS		
12	Setting sustainability Challenges – Challenge departments to develop sustainability goals within their teams		Aim to identify pilot stations to promote this	Develop further ideas on local challenges
13	Link the work to the Service Health and Wellbeing strategy focusing on Health Environment, Healthy Body and Healthy Lifestyle and the actions associated with doing this within a green culture	Joining up the working groups through green champions and health and wellbeing	Joint meetings and action planning in place	
14	Consider how we embed this in job descriptions and objectives supporting our personal responsibility towards sustainability within all roles	Review complete		
15	Develop a training module on sustainability to be completed by all staff	Complete. Turas eLearning module	complete	

Master Sustainability Action Plan

Data Reporting

	Description Of Goal / Requirement from the SAS Strategy	Achieved up to 2024/25	Planned Actions In 2025/26	Planned Actions to 2026/27	Planned Actions to 2027/28	Impact of planned action by 27/28
1	Our data collection and reporting will support us in demonstrating what progress we have made towards achieving the aims of this strategy, in addition to enabling us to demonstrate our commitment to and progress against the NHS Scotland Climate Emergency and Sustainability strategy and associated policy requirements.	All mandatory reporting for current reporting period - completed on time.				
2	Each year we will publish an annual report, prepared by our Sustainability Group and approved by our Chief Executive, summarising our progress against the aims of our strategy.	All mandatory reporting for current reporting period - completed on time.				
3	Our annual report will include our National Sustainability Assessment Tool (NSAT) score, assessing our contribution to achieving the United Nations Sustainable Development Goals and highlighting examples of where we have demonstrated a best practice approach which could be adopted across other parts of the sector.	All mandatory reporting for current reporting period - 2023/24 completed on time.				
4	Our annual reporting will support our annual public body reporting requirements.	All mandatory reporting for current reporting period - completed on time.				
5	We will report on our greenhouse gas emissions and associated carbon impact, this will include the following categories as a minimum: <ul style="list-style-type: none"> o building fossil-fuel energy use o owned and leased fleet fuel use o fluorinated gases and anaesthetic gases (where relevant) o purchased energy use (electricity, heat, steam) o energy transmission and distribution o waste o water consumption o waste water treatment 	All mandatory reporting for current reporting period - completed on time.				

	<ul style="list-style-type: none"> o business travel, including the use of grey fleet o leased assets 					
6	We will streamline the collection of data across our Service by preparing standardised templates that will record relevant data in a consistent format and using agreed metrics.	Consistent highlight reporting in place	Consider how this could be further streamlined			
7	We will agree and assign roles and responsibilities to individuals who are represented on our Sustainability Group to support the collection of and reporting of data.	Complete				